

A/B, 5, 235/1.

TO : Director of Training

DATE: 28 October 1951

FOR

FROM

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SUBJECTS: Psychological Research and Psychological Teams

1. In accordance with the suggestion made by [REDACTED] on 5 October 1951, I have jotted down some of the ideas I discussed with him about psychological research and psychological teams. I have made no effort to be complete in this paper but, if this proposed project arouses any interest, I shall be glad to prepare it in greater detail.

2. PSYCHOLOGICAL RESEARCH: It is my conviction that we must be just as scientific and objective in dealing with the human strengths and weaknesses of our prospective agents, informants, defectors, and the like, as a metallurgist would be in analyzing the tensile strength of steels. It so happens that a considerable amount of scientific psychological data about human individual and trait differences already exists, but such data have never been collected for Agency purposes. We need to embark on a systematic research project so that psychological data may be collected and digested with reference to our specific needs. For example, we need research summaries on:

Individual and trait differences
Intellectual work and fatigue
Memory
Motivation
Interview-interrogation techniques
Perception
Personality
Attitudes
Intellectual and moral defects
Inter-personal relations
Frustrations
Abnormal psychology (including paranoia,
hypnosis, and drugs)

where there are important gaps in our knowledge, these gaps should be filled in by research psychologists on contract, working under CIA auspices or, preferably, by our own staff research psychologists. It is my thesis that in this agency we need to place more reliance upon the findings of scientific psychology. There is a great need for a division

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of psychological research in CCC that will provide the other offices of CIA with research services.

3. PRACTICAL TEAM: Let us now consider a specific problem. Let us assume that a defector from the Soviet orbit is placed on our doorstep. We want to use him. He may or may not want to be used. I believe that before our intelligence personnel get to work on him, they should have a psychological analysis, as complete as possible, of this person's:

Mental abilities
Personality
Emotional stability
Temperament
Attitudes
Prejudices
Fears
Developmental history
Motivation
Addiction to bad habits
Reaction to stress and tension

and many other factors.

SOME SUGGESTIONS

(A) HOW LONG TO ALL THIS TROUBLE? In order to find out if he can be used and, if he can be used, how he should be handled for greater effectiveness.

(1) WHAT TIME TO INVEST IN PSYCHOLOGICAL ANALYSIS? In most cases a week to 10 days will suffice. Some need only three or four days, others as long as a month. Some cases are harder to crack than others. The priority value of cases differ. Some just be treated very gingerly, especially if they are of great possible value. The Chief of the psychological team should decide when analysis is, for practical purposes, complete.

(C) WHAT TECHNIQUE IS GOING TO BE USED? Any combination of techniques that will yield the desired answers in any particular case. Some techniques would be used in most cases, whereas other techniques would be restricted to problem cases. Among techniques that could be effectively used are:

1. Verbal and non-verbal psychological tests of aptitudes, achievements, skills.

2. "Projective" tests of attitudes and emotions.
3. Structured and non-structured interviews, including "stress" interviews.
4. Interpretations.
5. Drugs
6. Alcohol
7. Lie detectors
8. Photographing of eye movements/tape recording of voice/one-way vision screens.
9. Situation tests, both individual and social.

(D) WHO WILL LEAD THE TEAM? Psychologists with training in: experimental psychology, clinical and assessment psychology, physiology, statistics; area background, languages, and intelligence. Since psychologists with this kind of background are not easily found, it will be necessary to recruit doctoral graduates in psychology, trained in experimental, clinical, physiology, statistics, and then, during their first two years of employment with us, give them training in language, area, intelligence, and assessment.

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(E) WHERE WILL THEY WORK? Overseas, in such countries as [REDACTED], in any country with which we have strong ties so that the team can operate without too much interference. Ideally, such teams should be placed as near as possible to the satellite and Soviet countries where the agent-informant-defector problems are most serious. If only two teams could be activated, then one should be placed in [REDACTED] to serve the [REDACTED] and another [REDACTED] to serve [REDACTED]

(F) TO WHOM SHOULD THE REPORTS GO? To the station chief or American operative who is interested in using the person(s) under study. Copies of reports should also be sent to Washington for processing as operational intelligence.

A [REDACTED]

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